



Massachusetts Department of Correction

# Strategic Plan 2010-2015





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## Message from the Commissioner



I am pleased to present the 2010-2015 Strategic Plan for the Massachusetts Department of Correction (DOC). This plan outlines the objectives of the DOC for the next five years. The primary focus of the strategic plan is inmate reentry. We strongly assert that effective re-entry policies and practices should result in increased public safety. Approximately 92% of the offenders who are incarcerated in Massachusetts prisons today will return to their communities. Our mission is to ensure that these offenders have had the best opportunity to be rehabilitated and are released positioned to become productive members of society. We understand that current realities pose considerable obstacles to effective re-entry. Today over 60% of offenders in the DOC enter the system reading below a 9<sup>th</sup> grade level and 56% of males and 40% of females enter the DOC with less than a 6<sup>th</sup> grade level in math proficiency. Approximately 50% of the offenders were not gainfully employed when they committed their crimes. By providing robust educational opportunities and evidence-based programs to inmates, our expectation is to return them to the community able to cope with the challenges they will encounter in society.

The strategic plan serves as a compass and the initiatives proposed will help to accomplish our primary objectives. Our efforts are complicated by other challenges including capacity issues, a need to develop partnerships, and the erosion of resources over the years that has left the DOC less than optimally equipped to address re-entry issues to our satisfaction. The Strategic Plan serves as a guide to assist us in overcoming these obstacles and to fulfill our mission as a major contributor to keeping the citizens of the Commonwealth safe.

In recognition that the plan should drive all aspects of our operations, we have already begun sowing the seeds for success. Achievements of goals and objectives do not occur in a vacuum but are driven by ambitious and visionary individuals. Leaders equipped with the skills necessary to drive forward our agenda are essential to progress. Therefore, we have introduced senior staff to successful leadership transition models and have provided leadership classes at the training academy for managers. Additionally, the DOC has conducted cultural studies at two of the major prisons to identify environmental changes to the system that can provide a sound foundation to build upon. Staff of our correctional facilities will embrace the strategic plan recognizing that they are the best resource we have for reaching our goals. They are in a unique position to suggest and affect the profound changes we need to be successful. The DOC also conducted an agency-wide staff survey that will help introduce bottom up solutions. We recognize that a dedicated and engaged staff is an integral component of our plans. Perhaps most importantly, the DOC conducted a Future Search conference. Participants included stakeholders from the community, the legislature, partner agencies and ex-offenders. Their task was to identify what the DOC is doing well, where the DOC could improve and what the agency should concentrate on in the future. Many of the initiatives in the Strategic Plan are in response to what we learned at the Future Search conference from stakeholders.

Our strategic plan will guide the introduction of changes that will move the DOC effectively into the future, true to our mission. We are undaunted. We will move forward in a unified manner with uncompromising values, knowing that we are representing the interest of the citizens of the Commonwealth. The obstacles confronted will be overcome by the synergy created by many.

Sincerely,

A handwritten signature in black ink, appearing to read "Harold W. Clarke". The signature is fluid and cursive, with a large, stylized "C" at the end.

Harold W. Clarke, Commissioner  
Massachusetts Department of Correction

# **Agency Overview**

## **VISION STATEMENT**

To effect positive behavioral change in order to eliminate:

*Violence*  
*Victimization*  
*Recidivism*

## **MISSION STATEMENT**

Promote public safety by managing offenders while providing care and appropriate programming in preparation for successful reentry into the community.

*Manage – Care – Program - Prepare*

## **CORE VALUES**

*Responsible*  
*Respectful*  
*Honest*  
*Caring*

# ***American Correctional Association's Code of Ethics***

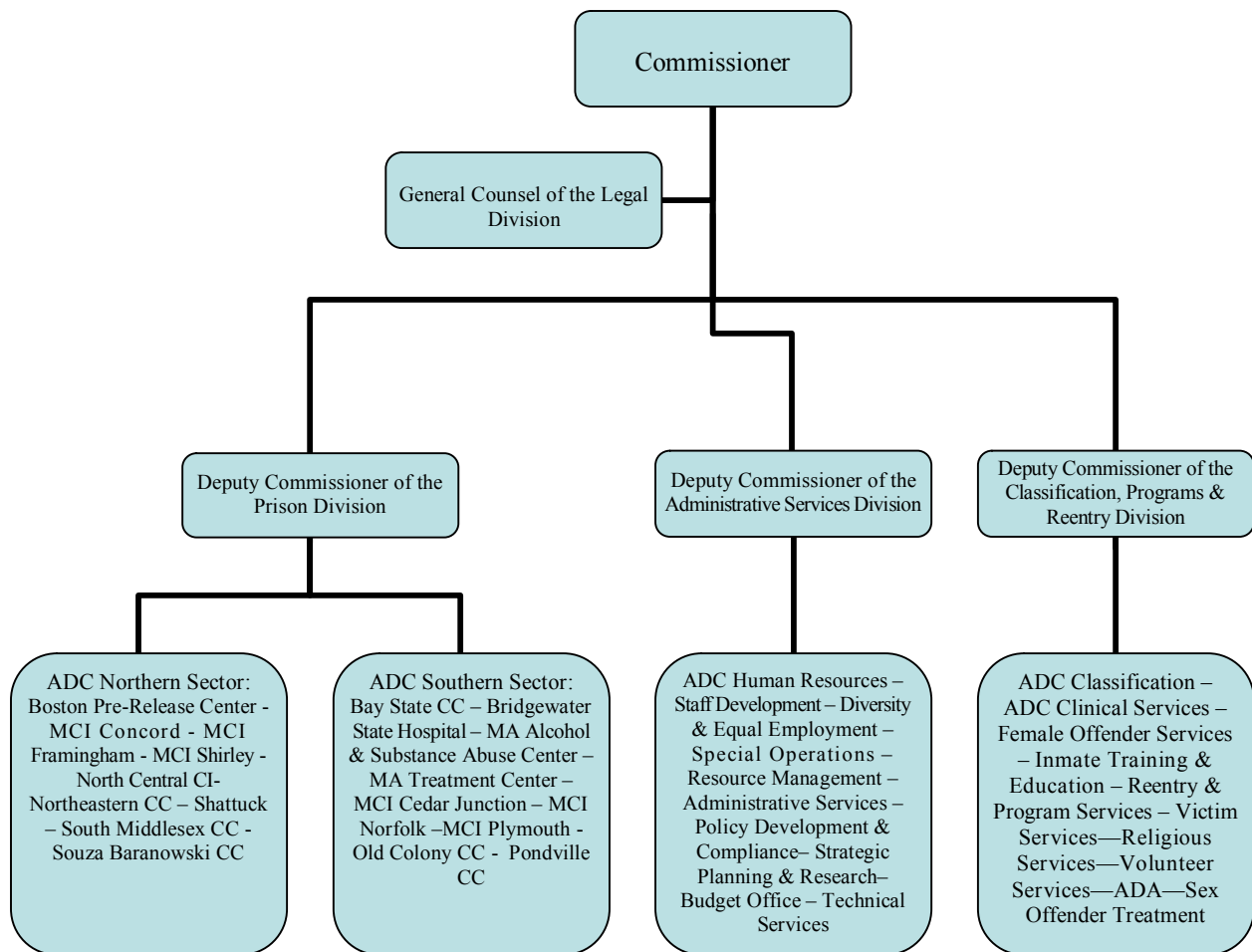
## ***Preamble***

The American Correctional Association expects of its members unfailing honesty, respect for the dignity and individuality of human beings and a commitment to professional and compassionate service. To this end, we subscribe to the following principles.

- Members shall respect and protect the civil and legal rights of all individuals.
- Members shall treat every professional situation with concern for the welfare of the individuals involved and with no intent to personal gain.
- Members shall maintain relationships with colleagues to promote mutual respect within the profession and improve the quality of service.
- Members shall make public criticism of their colleagues or their agencies only when warranted, verifiable, and constructive.
- Members shall respect the importance of all disciplines within the criminal justice system and work to improve cooperation with each segment.
- Members shall honor the public's right to information and share information with the public to the extent permitted by law subject to individuals' right to privacy.
- Members shall respect and protect the right of the public to be safeguarded from criminal activity.
- Members shall refrain from using their positions to secure personal privileges or advantages.
- Members shall refrain from allowing personal interest to impair objectivity in the performance of duty while acting in an official capacity.
- Members shall refrain from entering into any formal or informal activity or agreement which presents a conflict of interest or is inconsistent with the conscientious performance of duties.
- Members shall refrain from accepting any gifts, services, or favors that is or appears to be improper or implies an obligation inconsistent with the free and objective exercise of professional duties.
- Members shall clearly differentiate between personal views/statements and views/statements/positions made on behalf of the agency or Association.
- Members shall report to appropriate authorities any corrupt or unethical behaviors in which there is sufficient evidence to justify review.
- Members shall refrain from discriminating against any individual because of race, gender, creed, national origin, religious affiliation, age, disability, or any other type of prohibited discrimination.
- Members shall preserve the integrity of private information; they shall refrain from seeking information on individuals beyond that which is necessary to implement responsibilities and perform their duties; members shall refrain from revealing nonpublic information unless expressly authorized to do so.
- Members shall make all appointments, promotions, and dismissals in accordance with established civil service rules, applicable contract agreements, and individual merit, rather than furtherance of personal interests.
- Members shall respect, promote, and contribute to a work place that is safe, healthy, and free of harassment in any form.

*\*Adopted by the Board of Governors and Delegate Assembly in August 1994.*

## Agency Structure



## Environmental Analysis

The Massachusetts Department of Correction (DOC) shares some key issues with other systems in the areas of prison bed capacity, inmate management and reentry. However, a number of external and internal factors constrain the Department's approach to these issues. As noted in the *Comprehensive Operations Assessment* conducted by nationally recognized correctional consultants (Spring 2008) *MGT of America*, the most significant of these factors include: the structure of the Massachusetts Criminal Justice System, which is substantially more decentralized than that found in many other states; scope and range of DOC responsibilities which include those that require considerable resources; and the Department's organizational culture which is said to be risk averse, conservative and slow to change. *MGT of America* noted that these factors have a major impact on the ability of the DOC to develop and implement effective policies in response to key issues and specifically noted:

- The limited authority of the DOC in the Massachusetts criminal justice system makes effective action on crowding and reentry very difficult, absent the cooperation of external agencies with different priorities.
- The number and scope of the Department's additional responsibilities exacerbate the crowding issues, consume vast resources, and make department management significantly more complex.
- The organizational culture of the DOC slows change and produces a very cautious approach to recognizing and addressing problems.

Despite these challenges we will continue to address these important issues within the purview of our authority and with innovation and determination.



## Overview of Criminal Justice Structure in Massachusetts

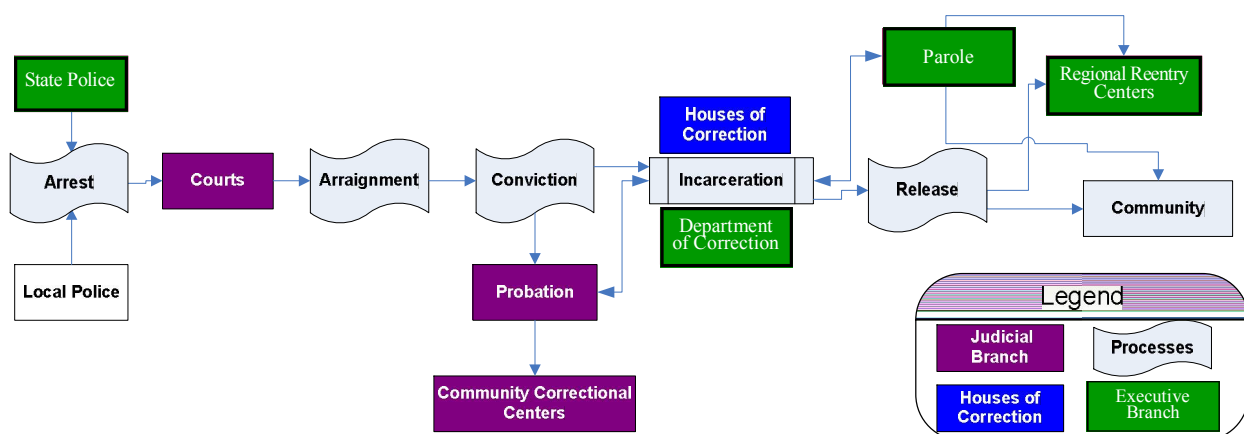
The Massachusetts Department of Correction is part of a larger criminal justice system in the Commonwealth that also includes local and state police departments, the criminal court system, the district attorneys and public defenders attached to the courts, and multiple correctional agencies that have been established at various times throughout the history of the Commonwealth by separate enabling statutes.

The Office of the Commissioner of Probation is charged with oversight of the numerous probation offices and is responsible for the supervision of all probationers. Located within district and superior courts throughout the state, they are an arm of the Administrative Office of the Trial Court (AOTC). The AOTC has administrative oversight of all of the district and superior courts, juvenile courts and other specialized courts whose jurisdiction falls below the Appeals Court. Also found within the AOTC is the Office of Community Corrections that administers 25 Community Correction Centers throughout the state. Those centers provide monitoring, substance abuse testing, educational and other services to probationers and some offenders discharging from houses of correction or on parole. There are 13 houses of correction located throughout the state, each administered independently by the elected Sheriff of the corresponding 13 counties. The Sheriffs are one component of the county government system in Massachusetts.

The Parole Board, like the DOC, is an executive branch agency. Established by statute, it is charged with and given the authority to: determine which offenders within the jails, houses of corrections and the facilities of the DOC are suitable to be released on parole and under what conditions; supervise those offenders it determines to release on parole; and revoke or revise the conditions of the release as they deem appropriate. To meet its mandate, the Parole Board regularly conducts hearings in virtually all of the state and county correctional facilities. Additionally, the Parole Board operates seven Regional Reentry Centers that offer a wide range of reentry-related support services to both parolees and offenders who have been released by the DOC but are not under either parole or probation supervision.

The Department of Correction operates 18 correctional facilities. All of the Department's 18 facilities are located in only eight different communities, the furthest west of which is Gardner. This places the Department at a disadvantage in its effort to forge partnerships with the community service agencies located in the communities to which its offenders are releasing or paroling. In comparison, the county correctional facilities, which generally house offenders from the communities within their respective counties, are better positioned, at least geographically, to form the partnerships with community agencies that will support effective and successful reentry of offenders releasing or paroling from those facilities.

### Massachusetts Criminal Justice System





## System Capacity

### **Security Levels and Facility Descriptions**

The DOC facilities fall within one of the four security levels as described below.

#### Maximum Security

At this level the perimeter provides secure external and internal control and supervision of offenders. The perimeter and internal procedures are designed and staffed to prevent escapes, the introduction of contraband, and the ability to house offenders who may pose a threat to others or the orderly running of the facility. Supervision is constant through the use of high security and technologically advanced perimeters as well as extensive use of physical barriers and checkpoints. Offenders placed in Maximum Security have demonstrated a need for external and internal control and supervision. Education, programs, work assignments and treatment opportunities are available for offenders both in-cell and out-of-cell under constant supervision.

#### Medium Security

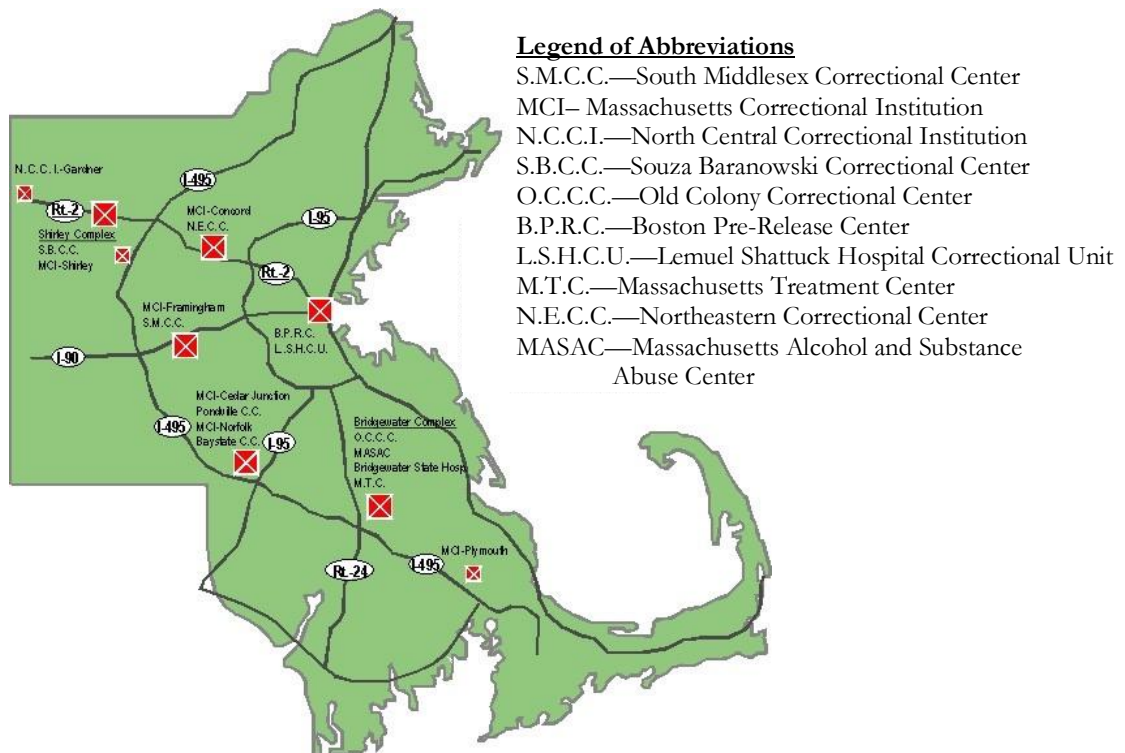
At this security level the perimeter and physical barriers control offender movement and interaction. The design is characterized by high security perimeters and use of internal barriers. Internal procedures are designed to restore some degree of responsibility and control to the offender. Offenders placed in medium security have demonstrated an ability to abide by rules and regulations and are supervised indirectly. Education, programs, work assignments and treatment opportunities are available for offenders, out of cell with intermittent supervision.

#### Minimum Security

At this security level the perimeter may be marked by non-secure boundaries. Offender movement and interactions are controlled by rules and regulations. In preparation for reentry, a greater degree of responsibility and autonomy is restored to the offender while still providing for supervision and monitoring of behavior and activity. Offenders at this security level do not present a significant risk to the safety of staff, other offenders or the public. Program participation is geared toward the offender's potential reintegration into the community. Access to the community is limited and authorized under supervision for program and community service purposes only.

#### Pre Release / Contracted Residential Placement

The perimeter is marked by non-secure boundaries. Physical barriers to inmate movement and interaction are either non-secure or non-existent. Inmate movements and interactions are controlled by rules and regulations only. Inmates may leave the institution daily for work and/or education in the community. Supervision while on the grounds of the facility is intermittent. While in the community, supervision is occasional, although indirect supervision (e.g. contact with employer) may be more frequent. Inmates must be within 18 months of parole eligibility or release and not barred by sentencing restrictions from either placement in a pre release facility or participation in work, education or program related activities (PRA) release programs.





## Massachusetts Correctional Institutions

**Bay State Correctional Center (BSCC)** is a general population, **medium** security facility. BSCC houses both long and short term inmates, many of whom are elderly. BSCC is a fully handicapped accessible facility.

**Boston Pre Release Center (BPRC)** is a **minimum and pre release** facility that provides gradual transition from prison life to the community by means of reintegration through work release, education, and counseling programs.

**Bridgewater State Hospital (BSH)** is a **medium** security correctional facility as well as the Commonwealth's only strict security psychiatric hospital. The mission of Bridgewater State Hospital is to promote public safety, provide court ordered statutorily mandated evaluations of its patients, and treat mentally ill adult men who by virtue of their mental illness are in need of hospitalization under conditions of strict security.

**Lemuel Shattuck Hospital Correctional Unit (LSH)** has a **medium** security designation that provides a safe and secure environment where quality health care is delivered to incarcerated individuals from all venues in partnership with the Department of Public Health.

**MCI Cedar Junction (MCI-CJ)** is the **maximum** security Reception Center for male offenders in the Commonwealth of Massachusetts with a medium security permanent workforce. All new commitments are processed through MCI-CJ via a booking, intake, orientation and classification process.

**MCI Concord (MCI-C)** is a **medium** security facility that formally operated as the Reception Center for males.

**MCI Framingham (MCI-F)** is the Massachusetts Department of Correction's only committing institution for female offenders. This **medium** security facility houses both state and county sentenced females as well as those awaiting trial and civilly committed.

**Massachusetts Treatment Center (MTC)** is a **medium** security facility, located within the Bridgewater Correctional Complex, housing both civilly committed "Sexually Dangerous Persons" as defined by M.G.L. chapter 123A as well as state prison inmates identified as sex offenders.

**Massachusetts Alcohol and Substance Abuse Center (MASAC)** is a truly unique facility housing two very distinct populations: criminally sentenced, **minimum** security, male inmates and civilly committed males participating in an up to 30-day detoxification program.

**MCI Norfolk (MCI-N)** is located just south of Boston. It is the largest **medium** security facility housing over 1,400 inmates.

**North Central Correctional Institution (NCCI)** is a **medium** security facility located on 20 acres of hillside near the Gardner/Westminster town line.

**Old Colony Correctional Center (OCCC)** is located in Bridgewater and houses both **medium and minimum** inmates. Historically, the name of Old Colony dates back to the founding of our nation, and fosters a sense of hope and "new beginning."

**Northeastern Correctional Center (NECC)** is a **minimum and pre release** security facility known as Concord Farm and is located in the town of West Concord. The Northeastern facility was established in 1932, originally designed to serve as a supporting farm to MCI-Concord.

**MCI Plymouth (MCI-P)** is a **minimum** security facility located within the Myles Standish State Forest. It operated as a prison camp into the 1950's when it became MCI Plymouth. Through the years, many construction projects and renovations have lead to the modern and effective community correctional facility that it is today.

**Pondville Correctional Center (PCC)** is a **minimum and pre release** facility located in Norfolk. The original name of the facility was Norfolk Pre-Release Center (NPRC). Renovations to the facility began in 1988; in 1990 the facility was re-named Pondville Correctional Center

**MCI Shirley (MCI-S)** is located on a site originally settled by Shakers. In 1908, the property was sold to the state. The Commonwealth opened an Industrial School for Boys on the site. By 1972 the reform school closed and the state opened a pre-release correctional facility for adult male felons currently known as MCI Shirley **Minimum**. MCI Shirley **Medium** was built in 1990 and the first inmates arrived in July 1991. In July 2002, both facilities joined together and are managed by one administration

**South Middlesex Correctional Center (SMCC)**, founded in 1976, is located in the town of Framingham. SMCC operates as a **minimum and pre release** facility for female inmates.

**Souza Baranowski Correctional Center** is located in Shirley and is a **maximum** security facility named in the memory of two correctional staff, Correction Officer James Souza and Industrial Instructor Alfred Baranowski, who were killed at MCI Norfolk in 1972 during an aborted escape attempt by a convicted murderer.



## **Fiscal/Budgetary**

The Department of Correction employs approximately 5,000 staff with the majority representing positions dedicated to the security of our prisons, responsible for the safety of our facilities and the oversight of over 11,000 inmates. The vast majority of DOC spending is related to salaries and employee expenses. Employee expenses included over-time costs to accommodate position vacancies as a result of employee retirements or budgetary constraints. We strive to create a workplace that reflects the diversity of the Commonwealth and all its citizens and are committed to serving the Commonwealth as we work towards maintaining public safety.

The national recession has adversely affected nearly every state government in the country. As the economy has contracted and personal incomes have declined, the tax revenues that are paid to state governments have decreased as well. Massachusetts has been affected by the recession and earlier in FY09 Governor Patrick responded to the decrease in anticipated revenues by implementing a series of spending reductions, commonly referred to as "9C cuts", to occur during FY09. The Department, in general, and Health Services specifically, were significantly impacted by spending reductions relating to the delivery of medical and mental health services to the inmate population. Further, numerous positions outside of the Health Services area, but significant to the operation of the DOC, remain unfilled resulting in policy and procedural statement changes to accommodate the lack of particular services.

Despite the best revenue forecasts and efforts to reduce spending, revenues for the first quarter of this fiscal year are not promising and will result in further cuts, contract revisions, staff furloughs, possible lay offs and the potential closing of facilities. The DOC is committed to public safety and we are engaged in conducting a thorough and on-going analysis of our spending and making revisions in a manner that continues to allow for the safe incarceration of inmates while providing opportunities for participation in programming designed to reduce recidivism.

## **Physical Plant**

The Department of Correction oversees and maintains over seven million square feet of buildings on 5,400 acres. The DOC operates with the requisite infrastructure of utilities including power generation plants, water and wastewater treatment facilities, an extensive fleet of vehicles and special motorized equipment and vehicle maintenance facilities.

The current "Urgent Capital Needs" request for 2009 totals \$835,083,469 for all projects, with \$197,133,469 for infrastructure improvements. Age of facilities play an important part in the need for infrastructure repairs. Several facilities date back to the 1800's with the last new construction occurring in the 1990's.

The shortfall in operating and deferred maintenance funds has accelerated the failure of key building components (roofs, electrical distribution, water and sewer distribution, heating plants, etc.) which can result in life safety and environmental issues. Upgrades in technology can benefit a facility in both energy consumption and staffing reductions, in addition to improvements in the work place and living environments.

## **Technology**

The Technology Services Division, now part of the EOPSS' Office of Technology and Information Services, is a team of individuals supporting the needs of the over 5,000 DOC employees, contractors and vendors encompassing all facilities, divisions and over 11,000 pieces of equipment. The team consists of several units, including field technical support, network infrastructure management, web and database development, and helpdesk support.

The Inmate Management System (IMS) is the main DOC application pertaining to inmates. This database was written specifically for the DOC and is approximately nine years old. A capital bond has been approved to upgrade the IMS application to provide new equipment in support of the upgraded application. In addition to the DOC databases, data exchanges with various state, federal and other external agencies are created and maintained.

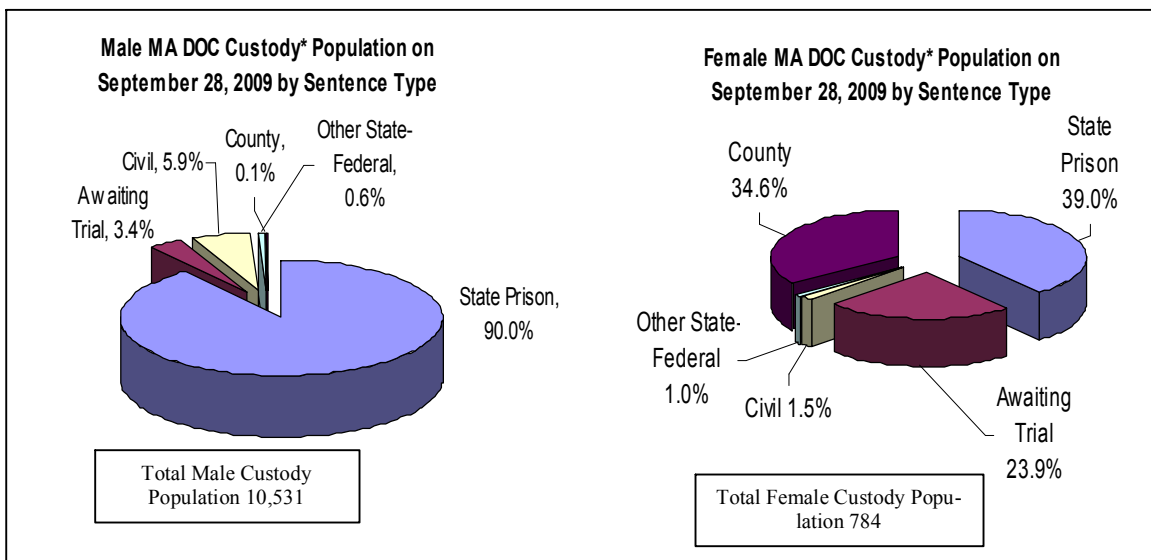
The DOC Internet page is supported with updates on a regular basis for the general public and is a link on the <http://mass.gov> site. The DOC Intranet is an in-house developed multipurpose portal for not only notifications, forms, tools and video but contains links to many internally built database applications. These applications support many of the day to day functions necessary for the running of operations in the DOC.

For the second half of fiscal year 2009 and continuing forward, the most important impact for the Technology Services Division has been the consolidation under Executive Order 510. The actual impact to the DOC has gone largely unnoticed, from a service standpoint; there have been numerous documents, analysis and studies that have been required.

## Statutory Authority

In addition to care and custody responsibility for inmates sentenced to state prison, the DOC may have statutory responsibility for a variety of unique incarcerated populations. Approximately 14% (over 1,500 individuals) of the Department's entire incarcerated population is comprised of offenders other than state sentenced inmates.

## Diverse Offender Populations and Competing Missions



The Department is charged with a number of unique responsibilities requiring considerable resources and management attention.

\*Custody Individuals in MA DOC facilities

Each of the statutes cited below governing these non-state criminally sentenced populations may be found at <http://www.mass.gov/legis/laws/mgl/index.htm>.



## Civil Commitments



*Mental Health Commitments* - Court ordered evaluations of competency to stand trial, criminal responsibility and treatment for mentally ill adults who by virtue of their mental illness are in need of hospitalization under conditions of strict security. Primarily this population is incarcerated at Bridgewater State Hospital. See Mass. Gen. Laws Chapter 123, §§7-18.



*Alcohol and Substance Abuse Civil Commitments* - Court commitments based upon competent medical testimony that said person is an alcoholic or substance abuser and there is a likelihood of serious harm as a result of his alcoholism or substance abuse. A court may order such person to be committed for a period not to exceed 30 days. The male population is held at the Massachusetts Alcohol and Substance Abuse Center on the Bridgewater Correctional Complex. A small number of females are held at MCI Framingham. See Mass. Gen. Laws Chapter 123, § 35.



*Sexually Dangerous Person Commitments* - Court ordered temporary commitments pending adjudication of sexual dangerousness and day to life commitments for those adjudicated as sexually dangerous persons. This population is incarcerated at the Massachusetts Treatment Center. See Mass. Gen. Laws Chapter 123A.

### **County Inmates in State Custody**



*Pre-Trial Detainees* - Inmates held awaiting trial who have been previously incarcerated in the Commonwealth for a felony may be held in custody of the Department rather than awaiting trial in a jail or house of correction. A separate awaiting trial unit for females held for trial is maintained at MCI Framingham. See Mass. Gen. Laws Chapter 276, § 52A; Chapter 125, § 16.

*Sentenced County Inmates* - Females convicted of crimes punishable by imprisonment in a jail or house of correction may be sentenced to MCI Framingham in addition to those sentenced for felonies. See Mass. Gen. Laws Chapter 127, §97, Chapter 125, §16, Chapter 279, §§16 and 19. County inmates may also be held at state correctional institutions in certain circumstances.



### **Federal Inmates**

Both State and Federal laws allow federal inmates to be incarcerated in Department institutions. Primarily, this is accomplished through reciprocal contract for the transfer or exchange of prisoners or a contract to receive a per diem payment.

## Jurisdictional Limitations

The Department shares oversight over various aspects of the criminal justice system in Massachusetts with three other independent bodies that greatly impact the inmate population.

*Parole Board* - Unlike in many other states, the Parole Board in Massachusetts is an independent board appointed directly by the Governor. The Board determines which prisoners in state prisons and the jails or houses of correction may be released on parole permit. The Board may determine any conditions of parole and when and under what conditions to revoke, revise, or alter a grant of parole. See Mass. Gen. Laws Chapter 27, §§4 and 5.

*Office of the Commissioner of Probation* - Massachusetts' courts may place a person on



probation that serves to impose conditions for release before trial or a plea of guilty or serves as a court-ordered sanction placed on a person convicted of a crime. The offender is allowed to remain in the community under the strict supervision of a probation officer. The Office of the Commissioner of Probation (OCP) is a department of the Massachusetts Trial Court System. See Mass. Gen. Laws Chapter 276, §§87 and 90.



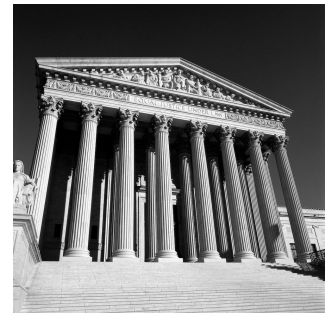
*Sheriffs* – The elected sheriffs have custody and control of the jails and houses of correction within their county. Recently, the Commonwealth became responsible for the funding and many other operational aspects of all county jails and houses of correction; however, the Sheriffs retain administrative and operational control over the office of the Sheriff, the jail, the house of correction and any other occupied buildings controlled by a Sheriff. See Mass. Gen. Laws Chapter 126, §§ 4, 8, 16, and Chapter 61 of the Acts of 2009.



The Commissioner of the Massachusetts Department of Correction maintains oversight responsibility for the care and custody of all persons committed to county correctional facilities by establishing minimum standards and conducting inspections twice a year to determine compliance with the minimum standards. See Mass. Gen. Laws Chapter 124, §1, Chapter 127, §§ 1A, 1B.

## **Statutory Restrictions Impacting the Inmate Population**

In January 1994, “An Act to Promote the Effective Management of the Criminal Justice System” was signed into law in the Commonwealth and thereafter referred to as the “Truth in Sentencing” (TIS) law. The “Truth in Sentencing” law went into effect on June 30, 1994 and impacted crimes committed beginning on July 1, 1994. One of the changes resulting from this law was on parole eligibility for state sentences then set at the minimum term of each sentence, subject only to the reduction of earned good time. “Good time” by statute was eliminated. The TIS statute changed the calculation of parole eligibility. An “unintended” consequence of the TIS law impacted inmates, particularly those serving sentences with “mandatory minimum” terms were given sentences (the majority of whom are drug offenses) whereby their maximum sentence was one day longer than their mandatory minimum term, in essence making them ineligible for parole.



By statute the DOC is restricted in its authority to allow inmate’s participation in education, training, or employment programs outside a correctional facility (MGL, c.127, § 49). All of the Department’s work release and pre-release programs operate under this authorization. Offender types most impacted by restrictions from participating in such programs include: first degree Lifers, those beyond 18 months of their parole eligibility date, and anyone serving the mandatory minimum term of their sentence, particularly sex offenders and drug offenders.



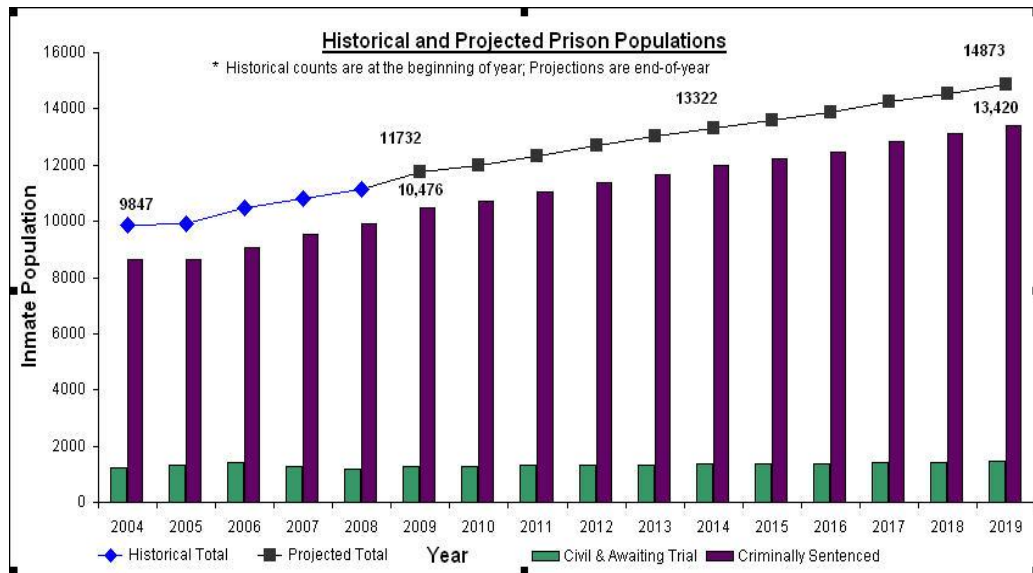


## Population Trends and Projections

### Massachusetts Department of Correction Summary of Ten-Year Prison Population Projections 2009 - 2019

The Massachusetts Department of Correction (DOC) contracted with the nationally renowned JFA Institute to work with the DOC Research and Planning Division to produce a ten year projection of the DOC prison population (2009-2019). The key drivers for this forecast were: number of prisoners sentenced by the courts, types of crimes they had been sentenced for, and sentence length imposed by the type of crime. The population in DOC prisons is unique compared to other states such that we house individuals civilly committed or awaiting trial as well as those serving a county criminal sentence. As a result, JFA was tasked with adjusting their model to include and distinguish these sub-populations.

The graph that follows represents the actual population counts (2004-2008) and projected totals (2009-2019) based on populations projections provided by the JFA Institute.



*Note: Sentenced population numbers are for males and females serving criminal sentences. Numbers exclude county, out of state or federal males housed in the MA DOC. MA DOC inmates housed in other jurisdictions are included.*

Total prison population, including criminally sentenced, awaiting trial and civil commitments, is projected to grow 26.8% at an annual average growth of 2.7% from 2009 to 2019.

Total sentenced population is projected to grow 28.1% at an annual average growth of 2.5% from 2009 to 2019, increasing to 13,420 in 2019.

Total awaiting trial population is projected to grow at an average annual rate of 2.1% from 2009 to 2019.

The civil commitment population is projected to grow at an average annual rate of less than 1% from 2009 to 2019.



Male Historical and Projected Prison Populations				
Year	Sentenced	Civil*	Awaiting Trial*	Total
2004	8,082	575	458	9,115
2005	8,042	663	441	9,146
2006	8,482	735	449	9,666
2007	8,900	652	396	9,948
2008	9,328	621	373	10,322
2009	9,864	669	396	10,929
2010	10,083	673	404	11,160
2011	10,386	680	420	11,486
2012	10,727	684	426	11,837
2013	10,985	690	432	12,107
2014	11,260	696	436	12,392
2015	11,516	701	439	12,656
2016	11,741	707	440	12,888
2017	12,070	713	447	13,230
2018	12,353	718	467	13,538
2019	12,617	723	486	13,826

\* Projections with peaking Factor

Total female sentenced population is projected to grow at an average annual rate of 2.8% from 2009 to 2019.

Females are forecasted to grow by 191 inmates, (48 of whom are county sentenced women) from 2009 to 2019.

Total female county sentenced population is projected to grow at an average annual increase of 1.6% from 2009 to 2019.

Total female awaiting trial population is projected to grow at an annual rate of 2.6% from 2009 to 2019.

*Note: Sentenced population numbers are for males and females serving criminal sentences. Numbers exclude county, out of state or federal males housed in the MA DOC. MA DOC inmates housed in other jurisdictions are included*

Female Historical and Projected Prison Populations				
Year	Sentenced	Civil*	Awaiting Trial*	Total
2004	539	13	180	732
2005	578	14	181	773
2006	590	19	197	806
2007	624	9	210	843
2008	602	2	192	796
2009	<b>612 (291^)</b>	<b>15</b>	<b>176</b>	<b>803</b>
2010	<b>635 (312^)</b>	<b>15</b>	<b>186</b>	<b>836</b>
2011	<b>644 (294^)</b>	<b>15</b>	<b>190</b>	<b>849</b>
2012	<b>662 (306^)</b>	<b>16</b>	<b>196</b>	<b>874</b>
2013	<b>689 (305^)</b>	<b>16</b>	<b>204</b>	<b>909</b>
2014	<b>706 (293^)</b>	<b>16</b>	<b>208</b>	<b>930</b>
2015	<b>725 (321^)</b>	<b>16</b>	<b>219</b>	<b>960</b>
2016	<b>742 (316^)</b>	<b>16</b>	<b>223</b>	<b>981</b>
2017	<b>767 (324^)</b>	<b>17</b>	<b>223</b>	<b>1007</b>
2018	<b>771 (321^)</b>	<b>17</b>	<b>223</b>	<b>1011</b>
2019	<b>803 (339^)</b>	<b>17</b>	<b>227</b>	<b>1047</b>

\* Projections with peaking Factor

^ County female forecast is a subset of Sentenced forecast.



## Overcrowding: Design Capacity and System Capacity

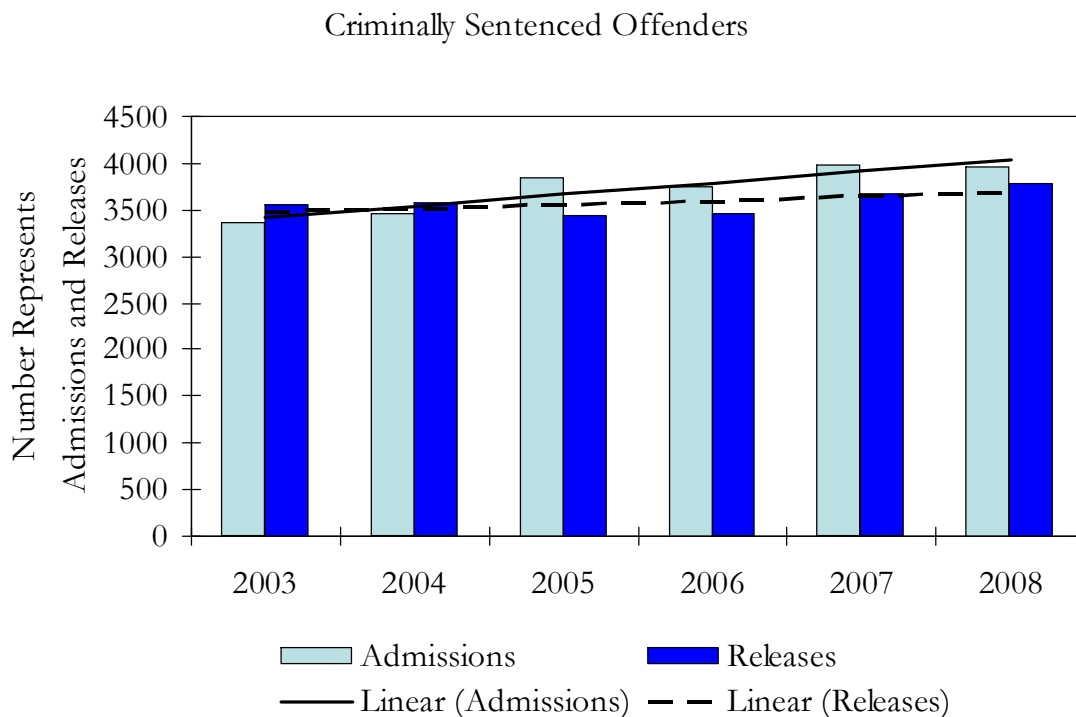
Overcrowding and system capacity are issues that require constant monitoring. Overcrowding can have an adverse effect on inmates and staff and can have a profound effect on public safety. The design capacity of DOC facilities versus the operational capacity (the number of beds actually used) differs by more than 4,000. To manage overcrowding, the Department had taken the following action:

- MCI Shirley added 28 minimum security beds in February 2008
- MCI Plymouth added 20 minimum security beds in March 2008
- NCCI Gardner added 16 medium security beds in June 2008
- MCI Shirley added 45 minimum security beds in June 2008
- NCCI Gardner added 16 medium security beds in July 2008
- MCI Shirley minimum added 50 beds in November 2008
- Brooke House in Boston leased 20 pre release beds in February 2009
- MCI Plymouth added 10 minimum security beds in March 2009\*
- Boston Pre-Release Center added 25 pre-release security beds in April 2009
- MASAC converted 70 beds from civil use to sentenced minimum in April 2009
- SBCC double bunked 450 beds in May 2009 due to the Department's mission change in which SBCC became the Department's sole maximum security prison

\*Capacity reduced to 195 due to waste water issues, May 2009

Additionally, in June 2009, MCI Cedar Junction was converted from a maximum security facility to the agency's reception center and MCI Concord was converted from the agency's reception center to a medium security facility.

## Increased Admissions and Length of Stay are two factors that contribute to Overcrowding.



## Design Capacity and Occupancy Rates Based on January 4, 2010 Population

<u>DOC Custody Population</u>	<u>Design Capacity</u>	<u>Custody Population</u>	<u>% Occupancy</u>
<b>Maximum</b>	<b>1,585</b>	<b>1,948</b>	<b>123%</b>
MCI Cedar Junction	561	667	119%
Souza Baranowski CC	1,024	1,281	125%
<b>Medium</b>	<b>5,068</b>	<b>7,611</b>	<b>150%</b>
Bay State CC	266	311	117%
Bridgewater State Hospital	227	365	161%
Mass Treatment Center	561	628	112%
MCI Cedar Junction	72	69	96%
MCI Concord	614	1,217	198%
MCI Framingham*	452*	584*	129%*
MCI Norfolk	1,084	1,482	137%
MCI Shirley (medium)	720	1,159	161%
NCCI Gardner	568	985	173%
Old Colony CC (medium)	480	782	163%
Shattuck Correctional Unit	24	29	121%
<b>Minimum/Pre-Release/Community Beds</b>	<b>1,326</b>	<b>1,590</b>	<b>120%</b>
Boston Pre-Release	150	194	129%
Brooke House	20	20	100%
MASAC	236	138	58%
MCI Plymouth	151	193	128%
MCI Shirley (minimum)	249	271	109%
NCCI Gardner (minimum)	30	29	97%
NECC (Concord Farm)	150	270	180%
Old Colony (minimum)	100	152	152%
Pondville CC	100	193	193%
South Middlesex CC	125	128	102%
Women & Children's Prog.	15	2	13%

<b>Total DOC Facilities</b>	<b>7,979</b>	<b>11,149</b>	<b>140%</b>
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<b>Male facilities</b>	<b>7,387</b>	<b>10,435</b>	<b>141%</b>
<b>Female facilities</b>	<b>592</b>	<b>714</b>	<b>121%</b>

(MCI Framingham, South Middlesex Correctional Center, and Women & Children's Program)

\*MCI Framingham combines the sentenced population with those in the awaiting trial unit (ATU), if broken out:

MCI Framingham	388	436	112%
MCI F ATU	64	148	231%

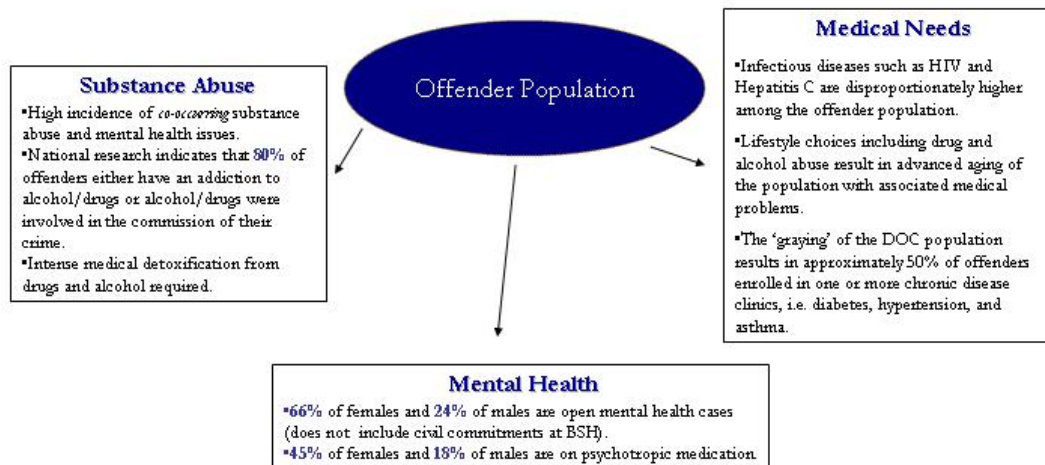
The female Awaiting Trial Unit (MCI Framingham ATU) exceeds design capacity the most at 231% followed by MCI Concord at 198%.



## Mental Health Population: Needs, Trends and Challenges with Limited Resources

There are at least five factors which will significantly affect the delivery of medical and mental health services to the Department's inmates in the upcoming years. These factors are:

- the inmate census is continuing to increase as well as the number of inmates with chronic diseases such as diabetes, hypertension, HIV and mental disorders;
- the inmate population is getting older and as it matures, the demand for the treatment of many chronic diseases associated with this natural aging process increases as well;
- the female offender population continues to grow and, just as females in the community consume more health-care resources than do males, this group will exert increasing pressure on the Department's service capabilities;
- the level and scope of public support services provided in the community to special populations, such as the mentally ill, substance abusers, and the impoverished, has and will continue to decrease due to fiscal constraints, likely leading to an increase in the number of newly admitted inmates with more acute medical and mental health needs;
- as healthcare costs in the community continue to rise, so does the cost of correctional healthcare



These challenges must be viewed within this context. First, the Department is legally obligated to continue to provide to all inmates in its custody access to adequate healthcare. Second, the Department faces the same budgetary challenges as do other federal, state, and local governments.

There are multiple ways in which these twin objectives of healthcare delivery and cost containment might be achieved. Included among such efforts, the Department can:

- develop a capability for providing hospice-type and palliative care to those inmates who are at the end of life and near death.
- support legislation that would authorize the medical release of those inmates who are seriously/terminally ill who no longer pose a threat to public safety.
- reduce the cost of outside hospitalizations through the provision of both secondary and tertiary levels of care within secure regional settings.
- strive to continue to lower its pharmaceutical costs, a major driver in its overall healthcare costs, by pursuing more advantageous bulk purchasing programs as well as other cost sharing programs.
- continue to improve the quality of care, monitor performance indicators, and increase using technology.
- more effectively deploy its health resources by converting Old Colony Correctional Center to the primary site for inmates with mental illness. The Department can better meet the needs of this population through enhanced services while at the same time containing its costs.

## Partners/Stakeholders

The DOC is a large multifaceted organization with multiple responsibilities and challenges. Nonetheless, the overall mission is unified over all institutions and divisions. We are committed to effective incarceration, rehabilitation, and reentry to promote safer communities. To more effectively accomplish that mission, we must create a more cohesive and collaborative effort across all divisions and institutions of the DOC. We must also forge stronger partnerships with outside organizations and agencies that share mutual goals and areas of influence. With a focus on our combined interest to protect the public and create successful outcomes, innovative strategies and new methods will be developed. By exploring and adopting all promising ideas developed within the DOC, and by reaching out to other public and private agencies with common interests and imperatives, we can create a more effective and responsive organization.

The DOC has a long history of working with others, including the Parole Board, the Criminal History Systems Board, the Sex Offender Registry Board, Houses of Correction and countless other agencies, in pursuit of the best practices. We will continue to build upon these relationships and cast a wider net to find others with unique perspectives that bring resources to bear and a desire to help. Greater efficiency and economies of scale will ensure our highest achievements and will provide a better future for all those who have a vital stake in our ultimate success.

## Planning Process – Shaping Our Future

*“chart a course for every endeavor that we take the people's money for, see how well we are progressing, tell the public how we are doing, stop the things that don't work, and never stop improving the things that we think are worth investing in.” --President William J. Clinton, on signing the Government Performance and Results Act of 1993*

The Department of Correction has sought out the expertise of consultants to better inform and reform various aspects of the Department's operations and practices. Obtaining these professional and objective perspectives has been imperative to the agency's development and utilization of best practices. Likewise, over the past several years, there have been a number of independent reviews conducted, taking a critical look at the Department's operation, policies, and performance. These reviews, largely conducted by national experts in the field of Corrections alongside many stakeholders with expertise in areas relevant to Department operation, provided a framework with which to plan our future. We are grateful to have been the subject of such scrutiny as the roadmap towards success that was paved can only lead to a safer and more efficient Department of Correction. Furthermore, we actively invited input from key stakeholders regarding our vision and the mission of corrections in Massachusetts. By tapping into the findings from all these endeavors we have pursued innovative ways to address the complex problems faced by correctional professionals and continue to shape our future.

### **Review of existing reports and resources informing DOC planning:**

**American Correctional Association (ACA) Accreditation:** Working towards the common goal of enhanced public safety, a safer and productive work environment for personnel, and confinement in a humane setting for the inmate population, ACA accreditation is actively pursued and maintained at DOC correctional facilities. All eligible Department of Correction facilities are fully accredited making Massachusetts one of ten states nationwide to earn full accreditation, also known as *Eagle Status*. Being rated one of the best in the nation provides a measure of excellence we intend to achieve at each accreditation event. For more information about ACA, please visit [www.aca.org](http://www.aca.org).

**Governor's Commission on Correction Reform (GCCR):** In 2003, then Governor Romney recognizing the need for corrections reform in Massachusetts and established the Governor's Commission on Correction Reform, often referred to as GCCR or the “Harshbarger Report” as the committee was chaired by Scott Harshbarger, former Attorney General. The mandate of the commission was to conduct a comprehensive review of the Department of Correction, including issues relating to governance, operational systems, programs, reentry and budget. The commission consisted of 15 current and former corrections officials, legislators, community leaders and criminal justice experts. Eighteen recommendations were made and adopted by the Department as a roadmap for corrections reform. The complete report is available at [www.mass.gov/doc](http://www.mass.gov/doc). All 18 recommendations have either been implemented, sun-setted, or identified as contingent upon legislative action or contingent upon funding.

**Governor's Commission on Correction Reform (GCCR) Female Review:** The Department developed a Female Offender Strategic Plan in response to the findings and 102 recommendations were put forth by the Dedicated External Female Offender Review Panel on August 1, 2005 as part of the GCCR. To date, approximately 77% of the recommendations have been implemented of which 6% still require some additional funding, capital planning and/or legislation for completion. The remaining 23% extend beyond the scope of the Department or are shared with external stakeholders. The complete report is available at [www.mass.gov/doc](http://www.mass.gov/doc).



**Governor's Commission on Correction Reform (GCCR) Medical/Mental Health:** The GCCR recommended that a dedicated external review of inmate medical and mental health services be conducted. In response, the Department established a 24-member Medical Review Panel (MRP) which examined four topics: the overall scope of services provided to inmates for medical, dental, and mental health care; the gender-specific medical and mental health needs of the female population; the special circumstances regarding Bridgewater State Hospital and the Massachusetts Alcohol and Substance Abuse Center; and the use of Lemuel Shattuck Hospital for inpatient and outpatient care. The Medical Review Panel made a number of recommendations regarding these four topics which were subsequently approved by the Correction Advisory Council in February 2005. A "Request for Responses" from potential providers for delivery of services consistent with these recommendations was issued in 2006. In June 2007, contracts were awarded to University of Massachusetts Medical School and MHM Services, Inc. for the provision of inmate medical and mental health services, respectively, which were based upon the MRP recommendations. These contracts remain in implementation at this time.

**The Hayes Report:** Following an increase in the Department's suicide rate in 2005, the DOC contracted the services of Lindsay Hayes, Project Director of the National Center on Institutions and Alternatives, and a nationally recognized expert on correctional suicide prevention. Mr. Hayes conducted a comprehensive review of the Department's suicide prevention policies, protocols and practices and issued a report containing 29 recommendations focusing on eight critical components paramount to providing sound suicide prevention policies to include: staff training, identification/screening, communication, housing, levels of supervision, intervention, reporting, and follow-up/mortality review. Upon receiving this report in February 2007, the DOC immediately embraced these recommendations, and created a corrective action plan directed at implementing the changes necessary to meet the standards set forth by Mr. Hayes. Much of the plan involved changing policies, improving communication and modifying the manner in which the Department managed inmates on suicide precautions. The Department also created the Secure Treatment Program as an alternative to segregation and is exploring the creation of other alternative units including a Behavioral Management Unit and Secure Treatment Program Unit. To date, 24 recommendations have been accepted, completed and implemented; two recommendations require funding for proper implementation; two recommendations are in process and one is not within the DOC's purview. The complete report is available at [www.mass.gov/doc](http://www.mass.gov/doc).

**MGT of America:** A nationwide firm with specialists in corrections, law enforcement, and public safety, recently conducted a comprehensive review of the Department's operations and programs. The review can be viewed in its entirety through ([www.mass.gov/doc](http://www.mass.gov/doc)). MGT found the "Massachusetts Department of Correction to be a well-managed organization with effective security operations and an extensive array of inmate programs." However, issues existed in several areas requiring attention. The report consists of recommendations in the areas of Environmental Analysis, Population Trends and Projections, System Capacity, Classification, Reception and Intake, Criminal Records Processing Unit, Inmate Discipline and Restricted Housing, Security Risk Level, Management of Female Offenders, Staff Management, Security Staffing, Security Operations, Central Transportation Unit, Health Care, Educational and Vocational Training, Reentry and Program services, and Administrative Functions.

Department leaders set out to prioritize the recommendations made and work began immediately to implement those recommendations with the highest priority. Recommendations completed include modifications made to the objective classification system, improvements to inmate medication access, increased bed capacity, facility mission changes, securing population projections, delivery of programming designed to reduce recidivism and in line with evidence based practices, several policy revisions and staff training.

**Reentry Plan:** In pursuit of an effective reentry-focused correctional system, the DOC prepared and presented a performance measurement based presentation that illustrates the challenges faced and what the future might hold in the area of prisoner reentry. This laid a piece of the foundation for our work towards building a reentry-focused correctional system. The information compiled for this presentation demonstrated that the majority of offenders in the DOC have serious substance abuse problems, function educationally at less than a high school level, have long criminal histories, including at least one prior incarceration, and are in need of mental health and medical services. This translates to the need for a wide variety of treatment services and programs to prepare them for reentry into the community where they can obtain suitable housing and employment and thus lead a productive and crime-free life. The three-year recidivism rate for offenders released to the street from the DOC back in 1995 was 44%, which dropped to 39% by 1999 and has remained approximately 40% for offenders released until 2002. This Reentry Plan has been presented and discussed internally and externally to the Department, also serving as a guide for training within the DOC. The complete plan is available at [www.mass.gov/doc](http://www.mass.gov/doc).



**Correctional Master Plan:** The Division of Capital Asset and Management commissioned a study resulting in the Correctional Master Plan (CMP). This strategic capital plan is based on an anticipated shortfall of approximately 8,000 correctional beds statewide (including the DOC and Sheriffs) by considering new directions emphasizing a more cost effective correctional system, without which the cost of correcting criminal behavior will become prohibitively high. The CMP identified opportunities to maximize capital investments through shared resources and re-alignment of programs. Key issues of focus of the CMP include: housing/overcrowding, women's incarceration, health care/mental healthcare, pre-arraignment and pre-release/reentry.

**Information Technology (IT) Consolidation and Executive Order 510:** During FY 2009, Governor Patrick, signed Executive Order 510 - Enhancing the Efficiency and Effectiveness of the Executive Department's Information Technology Systems -which has changed the reporting structure of the Technology Services Division to the Executive Office of Public Safety and Security along with other public safety IT organizations. Executive Order 510 included the appointment of a Secretariat Chief Information Officer (CIO) who will work with all Agency CIOs to create a consolidation plan that will address how the following IT services will be managed or consolidated at the Secretariat level: Help Desk Services, Desktop and Local Area Network Services, Web Site Information Architecture, and Application Services. In addition to the Secretariat Consolidation Plan, the Technology Services Division will also be involved in statewide planning efforts regarding infrastructure services. A large study that was a prerequisite to Executive Order 510, was the Hackett Study. This was a comprehensive study that both IT and Human Resources were involved in. From the IT perspective, this study looked at Management and Administration, Infrastructure Management, End User Support, Planning and Strategy, Application Management, Risk Management, Enterprise Architecture Planning, and Quality Assurance, to name a few areas. The planning and implementation of a consolidated IT organization will require continued documentation, analysis, and discussion into the next fiscal year.

Governor Patrick also signed Executive Order 504 - Order Regarding the Security and Confidentiality of Personal Information -in FY 2009, which focuses on the adoption and implementation of the maximum feasible measures reasonably needed to ensure the security, confidentiality, and integrity of personal information. This is a collaborative effort among all state agencies to educate staff on security of personal data to prevent identity theft and the requirements of keeping personal data within the agencies. The Technology Services Division, in collaboration with the Legal Division and Institutional and Divisional managers, will perform an agency self-assessment of IT systems and records that contain personal information. The goal of Executive Order 504 is to ensure that measures are in place for safeguarding personal information as well as to educate all Commonwealth employees and contractors on the importance of security of data. Please visit [www.mass.gov](http://www.mass.gov) to review the executive order or for more information.

**Research, Evidence Based and Best Practices:** The DOC is committed to the on-going quest for information, informing policy based on evidence and the pursuit of best practices, locally and nationally. We look to the creation of performance measures and research publications to inform ourselves, the public and stakeholders so as to fully understand and evaluate our system.

## **Leadership, Management, Accountability and Performance** **“LMAP”**

LMAP is a forum through which the process of using performance measures and data driven decision-making is conducted. These forums are open discussions where key agency practices and initiatives are candidly evaluated and monitored. LMAP is a tool that promotes the sharing of current information to achieve better results. The purpose of conducting LMAP forums is to create a mechanism for discussion about agency, institution and divisional initiatives and priorities. These forums focus on results and challenge the effectiveness of programs using timely and accurate data to make decisions. Action plans are presented to a multi-disciplined group of departmental employees designed to improve performance.



## Strategic Planning Process

**Future Search Conference** is a planning meeting that helps organizations transform their vision into capability for action. The meeting is task oriented and allows for the participation of 60-80 people from diverse groups to dialogue and discover common ground. The meeting design comes from theories and principles tested for more than 50 years and in many cultures. Recognizing that corrections reform is and should be a shared responsibility while also upholding the importance of dialogue with stakeholders, a Future Search conference was held in 2009 to, in some cases begin, and in other cases strengthen, the collaboration with parties that can contribute to public safety.

The conference, *A Partnership for Safer Communities: A Shared Responsibility* provided an opportunity to think creatively across and beyond the criminal justice system about the treatment of inmates, prevention and community corrections. A diverse group of key stakeholders joined forces to identify what was needed in corrections, with the ultimate goal of improved public safety. The three day conference was co-sponsored by the Department of Correction, Massachusetts Parole Board and the Massachusetts Sheriffs. Representatives from diverse perspectives worked together to find areas of common ground. Six topic areas were seen as the foundation to future discussions and collaboration. Those six areas include: Coordinated and integrated partnerships across agencies; Improved public safety through sentencing reforms and alternatives to incarceration; Improving the process of prisoner reentry into the community by providing diverse rehabilitative opportunities with community involvement; Reaching out to the public at large to increase awareness, educate and engage advocates for public safety; Change institutional culture in prisons and jails in the best interest of public safety to proactively maintain a culture that is a safe and healing environment for all stakeholders and family involvement, without whom inmates are less likely to succeed in and out of prison. This process and the areas of agreement among participants serve as the cornerstone for the DOC Strategic Planning process. The complete report on the conference is available at [www.mass.gov/doc](http://www.mass.gov/doc).

**Participation in the Strategic Planning Process:** The Future Search conference held in February 2009 kicked off the strategic planning process by gathering representation of key internal and external stakeholders for corrections in Massachusetts. In June, members of the DOC's Strategic Planning Committee (SPC) were identified and went to work immediately outlining what to include in this ten year plan and potential areas for goals and objectives. Working groups were facilitated by members of SPC at the July Extended Leadership Team DOC meeting and involved input and discussion among the agency's Superintendents, Division Heads and Executive Staff. Feedback provided during this exercise was integrated into the planning process and established final goals and objectives. Numerous meetings among the SPC ran in conjunction with assignments dispersed throughout the Department, all collected and synthesized into this final strategic plan, representative of input within and external to the agency.



Each of the seven major goals identified within this section are equally important and exist interdependently of each other.

These goals and this strategic plan represent ongoing and high level focus areas for which the Department will continually develop, review and assess the accomplishments of strategies, activities and performance measures.

## ***GOAL: Effectively transition inmates to communities to reduce crime and victimization, reduce recidivism, and promote effective rehabilitation and reentry***



SMCC inmate who was able to utilize A Suitable Image, a non-profit that helps clothe inmates in business attire for new jobs upon release.

### **Objectives:**

- Design, implement and provide a full continuum of services to meet the needs of inmates, families and the criminal justice system to reduce recidivism
- Promote public safety by preparing an inmate for release to the community and decrease the likelihood of criminal activity

### **Key Strategies:**

- Utilizing the COMPAS assessment, measure the risk an inmate poses and identify criminogenic needs that, if treated, can help prevent the inmate from fulfilling predicted risk
- Create personalized program plans for inmates that form a case plan for institutional programming and a reentry case plan for community programming in preparation for the inmates reintegration into the community
- Develop policy and guidelines for returns to higher custody and alternative responses to problem behavior (i.e. need for substance abuse remediation)
- Partner with community leaders, community-based service providers, faith based organizations, educational organizations, regional reentry centers and law enforcement to promote support for returning inmates
- Create policy that allows for increased community access via furloughs, program related activities, and electronic monitoring for suitable inmates
- Improve and expand evidence based and, as appropriate, innovative institutional programming to meet the assessed needs of inmates
- Improve reentry efforts by addressing action steps formed from *Future Search*
- Continue to support legislation that allows suitable inmates to participate in community based activities
- Support sentencing reform
- Expand mental health services and linkages to community programming

### **Performance Measures:**

- Rate of recidivism
- Number of inmates assessed using COMPAS and number of those with a case plan
- Number of inmates assessed for and in need of educational and substance abuse services vs. the number participating and/or completing educational and substance abuse programming

## ***GOAL: Maintain and enhance prison safety and security for the public, staff and inmates***

### **Objectives:**

- Reduce physical violence against staff and inmates
- Maintain facilities, offices and equipment for a safe environment
- Maintain safety for the public-at-large in relation to correctional facilities and the correctional population
- Ensure institutional operations comply with nationally recognized standards through internal facility audits and external audits conducted by the Policy Development and Compliance Unit and American Correctional Association.

### **Key Strategies:**

- Conduct LMAP sessions regarding institutional violence and problematic behavior (i.e. assaults, weapons, drug and alcohol abuse)
- Target problem behavior for prosecution, special classification status, and/or programming referral
- Target plans for new prison construction for certain populations that need more intensive services and pursue additions/upgrades to current facilities to address overcrowding issues
- Align facility management strategies and staffing to promote safety and security in accordance with the mission of each facility
- Conduct a comprehensive review of the current security technology resources available and identify future security technology equipment needs
- Prioritize capital improvements and repairs related to safety and security
- Prevent escapes and maintain accountability of inmates in the community
- Update policies and ensure staff are well-trained on key safety areas such as suicide prevention, appropriate use of force and communicable disease prevention
- Maintain Department's *Eagle Status* with the American Correctional Association as well as standards compliance with National Commission on Correctional Health Care and Joint Commission on Accreditation of Health Organizations

### **Performance Measures:**

- Rate of violent infractions and escapes in prison
- Number of facility improvements completed
- Compliance rate with ACA, NCCHC and JCAHO standards



## ***GOAL: Promote a healing environment for staff and inmates***



### **Objectives:**

- Create a safe, positive and rehabilitative correctional environment that promotes healing, enhancing public safety
- Reduce the impact violent crime and incarceration have on victims, staff and inmates.
- Align inmate placement and programming for general and specialized inmate population with reentry strategy

### **Key Strategies:**

- Enhance or develop information technology systems that allow for the immediate retrieval of data so as to properly manage the inmate population
- Produce population projections to accurately plan for prison bed space needs
- Address staffing shortfalls
- Reconfirm the validity of the classification system for males and females
- Align the custody level designation of inmates to their actual placement
- Support the reinstatement of unit management
- Enhance programs and supervision for special inmate populations
- Develop a plan to address inmate idleness incorporating incentives for participation in activities
- Involve inmate family members in promoting a productive prison experience
- Address the internal classification needs of the DOC
- Promote inmate participation in assessed need areas through the use of motivational interviewing techniques to change inmate behavior
- Complete the centralization of inmate date computation to ensure all dates are computed correctly
- Develop and implement a service delivery system designed to provide accessible, quality and cost effective health care
- Implement the National Prison Rape Elimination Commission standards

### **Performance Measures:**

- Percent of staffing vacancies
- Number of inmates housed consistent with their custody level designation
- Compliance rate achieved in classification, date computation and PREA



## ***GOAL: Collaborate with external stakeholders and partners to develop and implement strategies supporting mutual goals and objectives***

### **Objective:**

- Nurture existing partnerships and develop additional collaborations with strategic partners
- Promote safer communities
- Reduce victimization and recidivism

### **Key Strategies:**

- Identify willing and able partners from other governmental entities, private and non profit, crime prevention and victim centric agencies, public safety groups, community organizations, the academic community, the victim community, families and children of inmates and other groups interested in collaboration to assist in preparing inmates for release
- Continue to work with the courts and probation to improve the quality of data exchange
- Strengthen stakeholder collaborations and identify stakeholder expectations for the department and department expectations for the stakeholders
- Improve stakeholder satisfaction through communication strategies
- Create consensus on attainable goals designed to enhance public safety through successful reintegration of inmates into the community
- Rank promising programs most likely to meet objectives and determine the steps necessary for implementation, including fiscal resources needed and key stakeholders and decision makers
- Continue to expand the use of community work crews
- Identify and harness resources necessary for effective and continued implementation
- Implement plans established through *Future Search*
- Cultivate relationships with the business community to develop appropriate vocational programs
- Adopt a campaign that effectively communicates the benefits of successful reentry programs and the need for community support and involvement

### **Performance Measures:**

- Number of *Future Search* action steps completed
- Rate of stakeholder satisfaction as measured by surveys
- Number of inter-agency and other committee/workgroups representative of partnership collaborations with DOC participation/membership



*Boston Pre-Release inmate involved with NEADS, a program that has inmates train service dogs for people with disabilities.*

## ***GOAL: Improve business administrative performances***



### **Objective:**

- Manage Departmental operations efficiently with available resources
- Operate the DOC in the most cost efficient and effective manner possible
- Adhere to responsible budgeting practices
- Embrace green technologies

### **Key Strategies:**

- Develop a manageable amount of performance measures including those defined by the Association of State Correctional Administrators (ASCA)
- Pursue consolidation of all central office staff to one location
- Secure funding for a new web-based inmate management system that features readily accessible key “dashboard” indicators to track performance and inform management practices
- Assess the process of purchasing from state vendors as it relates to savings
- Expand video conferencing capabilities
- Share data and information across partner agencies
- Assess the feasibility and cost benefit of implementing a telemedicine system
- Expand the use of Leadership, Management, Accountability and Performance (LMAP) sessions
- Pursue operational effectiveness through the utilization of “best practices”
- Cultivate cooperative involvements with outside agencies
- Maintain American Correctional Association (ACA) accreditation
- Invest in natural resources using green technologies and practices

### **Performance Measures:**

- Percent compliance with the ASCA performance based measures
- Number and location of video conferencing stations
- Percent of materials recycled

## ***GOAL: Achieve work force excellence***

### **Objectives:**

- Ensure a competent, well trained and diverse work force who takes pride in their work
- Improve and support career development and leadership opportunities
- Address the need for better succession planning

### **Key Strategies:**

- Ensure a diverse work force free from discrimination
- Increase job satisfaction and morale
- Provide a comprehensive training system that prepares staff to take on the challenges of the job and prepares for promotion opportunities (cross training)
- Increase recruitment and retention of competent staff
- Implement a performance measurement system that feeds Leadership, Management, Accountability and Performance (LMAP) sessions so as to be accountable for our progress towards our goals
- Establish Leadership Academies that will prepare and sustain correctional leaders
- Influence Agency culture to more effectively support our mission
- Use “best practices” to promote employee commitment to public service
- Provide opportunities for mentoring and resource networks for managers
- Reinforce and further expand the teachings and implementation of the *Leadership Challenge* model to positively impact the organizational culture.

### **Performance Measures:**

- Percentage of employees that report job satisfaction
- Percentage of staff turnover/attrition
- Number of training hours received by each employee



*Some of the sergeants who trained to be certified as Field Training Officers for new DOC recruits.*

***GOAL: Enhance communications both internally and externally by introducing new and enhancing existing communication initiatives***



The DOC routinely videos events and does interviews to post online on the DOC's YouTube website to further communication with the public.

**Objectives:**

- Increase public confidence
- Arm employees with accurate information
- Develop an external and internal communication strategy
- Create image identification (branding) and marketing of corrections and corrections professionals

**Key Strategies:**

- Develop internal and external video segments that reflect department goals and initiatives and increase public awareness
- Widely disseminate the department newsletter to keep employees and stakeholders properly informed
- Post speaking engagements and event information
- Develop a web-based e-mail system for all department personnel
- Expand Employee Forums to enhance internal communication
- Expand the use of employee surveys to improve communication and performance
- Develop a speaker's bureau to deliver information to members of the community, civic organizations and other stakeholders
- Revitalize and expand community awareness programs
- Enlist the use of DOC advocates to educate key segments of the community in support of the DOC mission.

**Performance Measures:**

- The number of employee forums conducted
- Percent of employees responding to surveys
- The number of times the external and internal websites are accessed

